

capital requirements for the future. There should be a clear understanding of organizational objectives and the link to workforce planning.

ORGANIZATIONAL LEADERSHIP SHOULD CONSIDER THE FOLLOWING QUESTIONS:

- What are our strategic goals and objectives?
- Do we have the right competencies and the people to achieve our objectives?
- If not, are we willing to set in motion strategies to obtain the needed competencies and resources to meet our business needs?

PHASE II - WORKFORCE ANALYSIS

Workforce analysis is the process of aligning your workforce planning efforts with current and future business requirements and forecasting staffing needs based on assumptions of retirement and turnover. This phase involves gathering and analyzing specific information about staffing levels, skill sets and competencies needed in your workforce. The analysis process consists of three steps: supply, demand and gap analysis. It is the process of looking at your current talent supply, projecting demands for the future, and realizing potential gaps and surpluses in order to enable action planning to eliminate the gaps.

There is a variety of sources that can be used to collect needed and valuable information. It is recommended that workforce analytics be used as well as on-going dialogue with managers and supervisors. You may wish to consider structured interviews or focus groups to begin the process of gathering information, and understanding specific needs and challenges. The involvement of managers and supervisors is critical, as they are the eyes and ears of an organization and are a source of valuable information.

To begin the process, you may consider asking managers and supervisors the following questions as a means of introducing the workforce planning process and to begin to understand their needs.

- What are the talent issues or concerns that need attention in your area?
- Is it an immediate, critical issue or do you have time to plan?
- Are you having difficulty recruiting for a particular position or positions?
- Are you having difficulty retaining employees in a particular area?
- Are you anticipating retirements in a number of key positions?
- Do your employees have the knowledge, skills and abilities to do their job well?